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OCI NOTICE
NO. 50-64

OPERATIONS
21 July 1964

OFFICE OF CURRENT INTELLIGENCE

RESEARCH PRODUCTION

1. The attached memorandum discusses the various types of research done in OCI and establishes a new category of "problem-oriented" research papers to be called Intelligence Studies. This notice is to provide a formal basis for the preparation and issuance of these studies as part of OCI's normal program of output. The procedures outlined in the attachment will become SOP.

2. I intend to make the Intelligence Studies program as active as our manpower will permit. Once production of a study is approved, it should receive the same energy, care, and attention at all levels which is directed to our present current output.

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R. J. SMITH
Assistant Director
Current Intelligence

Attachment:
A/S

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GROUP 1
Excluded from automatic
downgrading and
declassification

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Memorandum: OCI Research

A.   Orientation

OCI research activity in the past has fallen roughly into three fairly distinct categories. It is intended that these categories be retained, though probably with various internal changes as time goes on and certainly with the emphasis falling, as much as OCI capabilities permit, on the third category.

1.   The Handbook or Survey. This category, which in most cases is to be considered departmental rather than national intelligence, is essentially a compilation of relevant facts about a country or region. It of course contains analysis too, but usually no new analysis. It has generally been produced by analysts on regular current intelligence assignments.

Past examples of this category include the old OCI Country Handbooks, the Berlin Handbook, the Arab-Israeli Handbook (an inter-agency product), and the Survey of Latin America. The last is, in effect, a batch of 24 somewhat abbreviated and modified Western Hemisphere country handbooks bound together and given a regional introduction.

Two other examples of research papers in this category represent commitments on OCI. These are the Basic Intelligence Factbook (now in process of structural revision)

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2.   The National Intelligence Survey. The OCI contribution to this national intelligence activity represents a formal commitment to USIB by CIA. It is also, and necessarily so, a considerable obligation on OCI manpower, since an analyst producing an NIS section needs to be relieved of current intelligence assignments. Thus, the 30 "General Surveys" to which OCI is scheduled to contribute in Fiscal 1965 will each require up to six months of an analyst's time; the 15 specialized sections (on "Subversion" and "Public Order") up to four months each. The "Subversion" sections have also been a principal DD/I contribution to intelligence on the Insurgency problem.

3.   Problem-Oriented Research. Papers in this category are different in purpose and approach from those in the other two; Category #3 papers aim at the more effective consideration of possible U.S. policies for coping with a pending development or problem--often by seeking to identify and analyse threatening situations before they become critical. The main characteristics making a problem a suitable research subject are:

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> (a) It will affect U.S. national security.
> (b) It is of manageable size for treatment in a single research paper (under 50 pages of text and requiring less than six months to produce).
> (c) Ascertainable factual data, properly analysed, are likely to shed new light on the problem.
> (d) The tempo of the development seems such that a research paper can identify its important elements before a crisis occurs.

Another type of paper in this category might be an attempt to reconstruct a critical development now past which had in it the seeds of a new crisis; such a study would both re-examine the sources available at the time and examine those that became available afterwards.

Category #3 papers are different from CIWR Special Reports mainly in the depth of coverage and length of perspective they attempt; they have less need than the CIWR for being topical. They differ from Current Intelligence Memoranda (or CIA Memoranda) in somewhat the same respects; a rule-of-thumb drawing the line between memoranda and research papers in operational terms is that memoranda are those papers written to a deadline of two weeks or less.

Since it addresses itself to a more than normally complex problem, the Category #3 paper is likely to cut across ordinary jurisdictional lines and to deal with matters on which qualified specialists may differ. At the same time, it is important that the paper reflect the best thinking of OCI and the DD/I area--not just that of an individual analyst--on a carefully chosen subject. The nature of the medium, however, provides room for stating differing points of view, although every effort should be made to resolve such differences by discussion.

B. Production Procedures

In the case of NIS contributions (Category #2), well established procedures already exist. In the case of the more limited regional surveys or Handbooks (Category #1), the nature of the proposed product is usually clear enough and the question of the OCI authorization is likely to turn largely on the current availability of manpower in the light of other needs.

In the case of problem-oriented research papers (Category #3), success depends partly on a wide selection of new ideas for papers and partly on a searching criticism of these ideas to ensure that the project is worth the extensive investment of trained talent it will require. Suggestions for all sorts of problem-oriented papers should be

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forthcoming from all quarters inside and outside of OCI. The counter-balancing safeguard is a three-stage control system and the under-standing that no substantial amount of work is to be devoted to a project till it has first been put through the procedures specified below and has received AD/CI and DD/I approval.

1. Initiation of Research Project. Suggestions of whatever source and nature should be subjected to a "Preliminary Evaluation" (see Attachment A), normally to be prepared by the analyst principally concerned. In this a number of designedly searching questions are asked about the project. These questions, though asked primarily to determine the worth of the project and the desirability of OCI's undertaking it at this time, are largely those which the seasoned analyst would ask himself in tackling the job, and the answers to them need not be lengthy.

   After review by appropriate branch and division chiefs and special assistants, the "Preliminary Evaluation" outline will pass to the Area Chief primarily concerned, who will discuss it with the SA/R. After they have reviewed it, consulted informally with the DD/I Research Staff, and made sure that any other appropriate bodies have been consulted, they will make a recommendation to the AD/CI. If their recommendation on the project is favorable, they will also recommend a project chairman of appropriate seniority to be in charge of the paper, though not necessarily to devote much of his own time to it.

   These recommendations (accompanied by the "Preliminary Evaluation" outline) will be passed on by a meeting of the AD/CI (or DAD/CI), the three Area Chiefs, the SA for Production, the Asst. for Special Projects and the SA/R. If approved here, it will go to the DD/I for his personal approval (with a copy to the DD/I Research Staff) and if it obtains this it will be registered by the SA/R's office in the DD/I Project Records System.

2. Mid-Course Check-up. Since even the best-vetted projects some-times turn out to be less promising than anticipated, some form of review in mid-course is necessary. Sometime before the halfway point between the project's approval date and the anticipated com-pletion date specified in the "Preliminary Evaluation," the SA/R will discuss the project with the author, the appropriate Area Chief, and others concerned. He will then report in writing to the AD/CI's senior staff as specified above, and that body will decide whether (a) the paper should be completed on the original basis, (b) substantially modified, or (c) abandoned entirely. Modification may involve either changing its terms of reference and publishing it in the category originally planned, or publishing part or all of it in some other medium—as, for example, a CIWR Special Report.

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3. Final Review. After review by the project chairman and by the Division Research Assistant principally concerned (or by someone else designated by the Area Chief concerned), the paper will be reviewed by a three-man committee consisting of the Area Chief principally concerned, the SA/R, and one other member of the OCI Senior Staff as specified above. The AD/CI will act on this committee's recommendation after such further review by this senior staff as he deems advisable.

4. Modes of Publication. There will be a standard format with a distinctive cover and the designation "Intelligence Study No. _____."

As indicated earlier, these papers should be under 50 pages long and should require less than six months to produce. Distribution lists will for the present be determined on an ad hoc basis.

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Attachment A

Preliminary Evaluation

Brief statements covering the following points:

1. What is the paper's major point? (Why is the problem important to the U.S. Government at this time? What in particular needs further light? What light would the paper hope to shed?)

2. What are the principal questions the paper seeks to answer and what are the possible answers at present envisaged? (It is recognized that some of these questions will probably be recognized as irrelevant or unanswerable as the paper progresses and that new ones will emerge.)

3. What is the nature of the available source material? (How much is there? How good is it? How much of it is classified?)

4. What other studies on this and allied topics have been published recently?

5. Who are the specialists in the DD/I area whose advice is likely to to helpful?

6. About how big is the job? (Estimated length? Estimated completion date?)